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Operations

AUGMENTATION DUTY

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(Captain Natalie L. K. Jackson)

Certified by: 21 MSS/CC
(Major Phlecia R. Bursey)

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1. Program Mission

1.1. Definition. The Augmentation Program identifies, places, and trains people to meet augmentee needs for contingencies, wartime, or emergency situations. The term, augmentation, means that personnel will be utilized in areas other than their assigned duties. Augmentation, in this respect, is not justified for requesting changes to the Unit Manpower Document (UMD), reclama of an operations plan or a deployment tasking.

1.2. Functions. The Augmentation Program is in place to manage augmentation of the following functions at Peterson AFB and Cheyenne Mountain AFS (CMAFS).

- 1.2.1. Cargo Deployment Function (CDF)
- 1.2.2. Search and Recovery (SAR) Team
- 1.2.3. Security Forces (SF) – 21 SW and CMAFS
- 1.2.4. Deployment Control Center (DCC)
- 1.2.5. Personnel Deployment Function (PDF)
- 1.2.6. Decontamination (DECON) Team

2. Responsibilities

2.1. Wing Commander (21 SW/CC). The host installation commander is responsible for determining if an augmentation program is required. It is then a local decision on how it will be administered.

2.2. Vice Wing Commander (21 SW/CV). The vice commander is the Installation Augmentation Program OPR and is responsible for the overall direction of the program. This person will establish and serve as the chair of the Augmentation Review Board (ARB), decide when to have ARB meetings (if more than semiannually), and appoint in writing the Base Program Manager and Functional Managers. The vice wing commander, along with ARB members, is the sole approval authority for all augmentation call-ups. For Cheyenne Mountain AFS, 721 MSG/CC will be Installation Augmentation OPR.

2.3. Augmentation Review Board (ARB). The ARB ensures all local augmentation needs are identified, met, and that local training programs are established to meet those needs. The board has overall responsibility for tasking installation units to meet augmentation requirements.

2.3.1. At a minimum, the ARB will review the number of augmentee requirements and the number of augmentees identified and/or trained. The ARB will review augmentee utilization (shows/no-shows) during the previous reporting period.

2.3.2. The ARB will meet semiannually or as directed by the Program OPR. Attendance is mandatory.

2.3.3. The board consists of the following personnel:

2.3.3.1. Chair: 21 SW/CV

2.3.3.2. Members: All 21 SW group commanders (or deputies), tenant commanders, 21 SW/DS, and 21 SW/CCC

2.3.3.3. Advisors (non-voting members):

2.3.3.3.1. 21st Mission Support Squadron (MSS) Commander

2.3.3.3.2. 21st Security Forces Squadron (SFS) Commander

2.3.3.3.3. 21st Logistics Readiness Squadron (LRS) Commander

2.3.3.3.4. 21st Services Squadron (SVS) Commander

2.3.3.3.5. 21st Space Communications Squadron (SCS) Commander

2.3.3.3.6. 21st Civil Engineer Squadron (CES) Commander

2.3.3.3.7. 721st Security Forces Squadron (SFS) Commander

2.3.3.3.8. 21st Space Wing Manpower and Organization (MO) Office

2.3.3.3.9. 21st Space Wing Augmentation Program Manager

2.3.3.3.10. 21st Space Wing Installation Deployment Officer

2.3.3.3.11. 21st Space Wing Plans (XP)

2.3.3.3.12. 21st Medical Group Representative

2.4. Augmentation Working Group (AWG). The AWG's function is to facilitate the exchange of data, resolve program and personnel issues prior to an ARB, and maintain the overall program to ensure

effectiveness. The AWG is designed to evaluate and update this instruction and any supporting documents for the augmentation program, providing recommendations to the ARB. The AWG receives guidance from the ARB and the Program Manager.

2.4.1. The Program Manager is also the AWG Chair. All actions proposed by the AWG will be forwarded to the 21 SW/CV via the AWG Chair aka Program Manager.

2.4.2. Membership of the AWG will include all Functional Managers, 21 SW/MO, and Group Superintendents. Other organizations may be tasked by the AWG Chair, as required, to accomplish AWG requirements. Other organizations may request membership to the AWG through the Program Manager.

2.4.3. The AWG will meet at least quarterly and as directed by the Program Manager.

2.5. Program Manager: This person, appointed in writing by the 21 SW/CV, is responsible for scheduling ARB meetings, AWG meetings, providing agendas, minutes, and other documents to ARB and AWG members, and briefing the Program OPR on all actions and recommendations of the AWG.

2.5.1. The Program Manager will maintain a database to track Augmentation Program taskings and augmentee status (number filled and number trained). The Program Manager will not track individual names of augmentees, as that is the primary responsibility of the Functional Managers.

2.5.2. Grievances will be routed through the Program Manager for reconciliation. The Program Manager will use the appropriate level of grievance review, to include the AWG. If necessary, grievances will be elevated to the ARB and the Program OPR (21 SW/CV).

2.6. Manpower Office. MO is responsible for using approved management engineering methods for determining the number of personnel that should be assigned to each function and the allocations of those numbers among 21 SW units and Peterson AFB tenants. MO validates all augmentee shortfall/reclama requests from base units and reviews and validates all augmentation program requirements and exemptions forwarded to the ARB for action.

2.7. Functional Managers. See paragraph [3.2.1](#).

2.8. Group Managers and Unit Managers. See paragraphs [3.3.1](#) and [3.3.4](#).

2.9. Squadron Commanders/Det Commanders and Augmentees. See sections [3.3.3](#) and [3.3.5](#).

3. Using the Augmentation Program

3.1. Administration

3.1.1. Augmentation Taskings will be equitable. Groups will receive their taskings via a fair-share allocation process that ensures mission requirements are satisfied. The ARB may consider tasking tenant organizations.

3.1.1.1. Total authorized manpower end-strengths from 4th quarter data will be utilized. This data will be multiplied by 85% to account for fluctuations in personnel assigned. Field Grade Officers, Chiefs, Shirts, and 50% of AEF requirements will then be subtracted. The fair-share percentage will be applied to the available number of positions. The resulting number will be spread equitably, reducing the unfair amount of Security Forces requirements for one group. In-house functions will be applied to the Mission Support Group, leaving no other group tasked for more than 20% of their available authorizations.

- 3.1.1.2. The allocation process will be accomplished at least annually to verify that manning numbers are still relevant. Should any major changes come about, this process may be utilized earlier than the one year prescribed.
- 3.1.2. Augmentation requirements will be based on an established, validated need.
- 3.1.2.1. Functional Managers will establish the need for augmentation requirements IAW **Attachment 2**. Requests will be submitted via these same Functional Managers.
- 3.1.2.2. All requirements will be validated by the 21 SW/MO. Once the request is completed, MO will forward the request to the Program OPR, who will determine whether the request should be presented to the ARB for approval or disapproval.
- 3.1.3. Squadrons, through their group representatives, will submit exemption requests IAW **Attachment 2** if they cannot support a fair-share tasking or find they can no longer support their established fair-share tasking at its current level. Approved exemptions will be subtracted from the squadron's total augmentee available pool.
- 3.1.3.1. The Augmentation Program is designed to directly support the wing mission in a contingency. Therefore, augmentation fair-share taskings take precedence over internal group functions and missions. Fair-share taskings are based on group manning; exemptions forwarded to the ARB must detail the reason for the exemption and the effect non-approval would have on the group's responsibilities. Where possible, exemptions will be supported by documentation, such as quotes like, "AFI 12-345 directs that AFSC (state AFSC) will not be tasked for augmenting base functions." **NOTE:** Consider the civilian workforce prior to establishing an exemption.
- 3.1.3.2. All exemptions will be validated by the 21 SW/MO. Once the request is completed, MO will forward the request to the Program OPR, who will determine whether the request should be presented to the ARB for approval or disapproval.
- 3.1.4. Augmentees will not be removed without squadron/det commander and Group Manager coordination and Functional Manager concurrence. Tasked units will provide a replacement when an augmentee is within 2 months of separation, retirement, or PCS. Variations will be worked on a case by case basis.
- 3.1.5. Augmentees may be used during local exercises and contingency, wartime, or emergency requirements as directed by the Program OPR. *Call-ups may be pre-assigned and pre-approved by the Program OPR.* Length of augmentation will not exceed the length of the temporary situation.
- 3.1.6. Call-up/recall procedures are as follows:
- 3.1.6.1. Functional Managers will flow augmentation call-up requests through their chain of command to the 21 SW/CV (OPR).
- 3.1.6.2. If approved, 21 SW/CV will notify 21 SW/CCC to contact Group Managers. Group Managers will facilitate the requested number of augmentees by notifying Unit Managers of the number of augmentees they must provide in response to the tasking.
- 3.1.6.3. Unit/Det Managers will contact augmentees who will then report directly to their Functional Managers at an appropriate time.
- 3.1.6.4. Recalling augmentees for training purposes must be scheduled, ultimately, through

the Group Managers.

3.1.7. For recalls, augmentees will report first to their respective squadrons, then immediately report to their augmentee work centers, unless the Functional Manager coordinates reporting instructions with the owning unit and augmentees prior to use. Augmentees will sign in on a work center roster and await instructions regarding shift assignment, duty hours, etc.

3.2. Augmentee User Actions

3.2.1. Functional Managers (augmentee users) and alternates are appointed in writing by the Program OPR. They are responsible for managing and activating a particular augmentation function (see paragraph 1.2.). A copy of the appointment letter must be given to the Program Manager.

3.2.2. Functional Managers will:

3.2.2.1. Act as process owner and provide oversight of their assigned augmentation function. Users will ensure augmentee requirements are current.

3.2.2.2. Coordinate augmentation needs with Group Managers. Provide the augmentee's Group Manager and unit/det commander with an Augmentee Assignment Memorandum (**Attachment 3**) for each requirement. This will take coordination with the Group Manager to ensure specificity of individuals being tasked.

3.2.2.3. Ensure establishment of a comprehensive training program and a database to track all augmentees and their training status. Provide this information in an easily readable format to the Program Manager and Unit Managers monthly.

3.2.2.4. Ensure procedures are developed for augmentee recall and for equitable scheduling of augmentees.

3.2.2.5. Keep the Program Manager and Group Managers informed of changes to status or assignment as Functional Managers.

3.2.2.6. Provide necessary equipment for augmentees to perform their duties.

3.2.2.7. Make every effort to forecast requirements for augmentees based on the known schedule for upcoming exercises and inspections. Users will update this forecast on at least a quarterly basis.

3.3. Augmentee Supplier Actions

3.3.1. Group/Det Managers (augmentee suppliers aka CMSgts serving as Group/Det Superintendents or designees) and an alternate will be appointed in writing by their respective group/det commander with a letter sent to the Program Manager.

3.3.2. Group/Det Managers are responsible for taskings within their groups/dets. The following tasks should be accomplished:

3.3.2.1. Determine and execute distribution of augmentation taskings among units and manage those units.

3.3.2.2. Appoint, in writing and in conjunction with Squadron/Det Commander approval, Unit Managers in units tasked for augmentation fills and utilize those managers to assist in administration of the augmentation program. For detachments, the Det Manager will also fulfill Unit Manager duties unless determined otherwise by det leadership.

- 3.3.2.3. Maintain an Augmentee Appointment/Replacement Memorandum for each assigned requirement (**Attachment 4**). If delegated to unit monitors, Group Manager must be able to produce memorandum upon request.
- 3.3.2.4. Work with unit/det commander and Unit/Det Manager to ensure tasked augmentees report to their respective contingency work centers.
- 3.3.2.5. Maintain a database to track all assigned augmentees, to include their names, training status, estimated departure date from the Peterson Complex (if known/projected), and DOS. Ensure augmentees have safety and inclement weather gear if required.
- 3.3.3. Squadron Commanders/Det Commanders (augmentee/monitor suppliers) appoint, in writing, a unit monitor to manage each squadron's appointed augmentees on a daily basis as required by the Group/Det Manager.
- 3.3.3.1. Based on fair-share allocation, appoint augmentees, in writing, that will be able to fulfill the length of the appointment.
- 3.3.3.2. Each augmentee should receive an appointment letter (see **Attachment 4**) signed by the squadron/det commander. A copy of this letter should be forwarded to the Functional Manager for use in the member's training record. Another copy should be sent to the Group Manager for their files.
- 3.3.3.3. Ensure substitutions are made to replace primary augmentees who will be PCSing, separating, or who have otherwise been determined unavailable for augmentee duty. This should be accomplished 60 days prior to unavailability. Incumbents will not be released until replacements are trained.
- 3.3.4. Unit Managers (augmentee administrators/Det Managers or designees) see **3.3.2.** and **3.3.3.** The Group/Det Manager and Squadron/Det Commander will further define this role as appropriate.
- 3.3.5. Augmentees will adhere to the following:
- 3.3.5.1. Coordinate with Unit/Det Manager for all leave, TDYs, or other situations rendering the augmentee unavailable to perform augmentation duties. Unit Managers will coordinate with Group/Det Managers in turn.
- 3.3.5.2. Attend required training and complete training requirements as outlined by the Functional Manager. Immediately notify Unit and Group/Det Managers of all training issues.
- 3.3.6. During an exercise or real-world situation, shortfalls will be directly reported to the Mission Director in the Wing Battle Staff. The Mission Director will ensure all shortfalls and resulting mission impact are briefed promptly to the Program OPR.

RICHARD E. WEBBER, Brigadier General, USAF
Commander, 21st Space Wing

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPAM 10-243, Augmentation Duty

Abbreviations and Acronyms

AFI—Air Force Instruction

AFSC—Air Force Specialty Code

ARB—Augmentation Review Board

AWG—Augmentation Working Group

CDF—Cargo Deployment Function

CES—Civil Engineering Squadron

DCC—Deployment Control Center

DECON—Decontamination Team

DOS—Date of Separation

DS—Director of Staff

EDD—Estimated Departure Date

IAW—In Accordance With

LRS—Logistics Readiness Squadron

MO—Manpower and Organization Office

MSS—Mission Support Squadron

OPR—Office of Primary Responsibility

PCS—Permanent Change of Station

PDF—Personnel Deployment Function

SAR—Search and Recovery

SF—Security Forces

SFS—Security Forces Squadron

SVS—Services Squadron

UMD—Unit Manpower Document

UTC—Unit Type Code

XP—Wing Plans Office

Attachment 2

AUGMENTATION REQUIREMENT/SHORTFALL/EXEMPTION REQUEST

(Used by Functional Managers requesting more augmentation or Group/Unit Managers in requesting shortfalls/exemptions) (may also be written in memorandum format)

1. OPR:

2. AUGMENTATION DUTY:

3. DESCRIPTION:

4. REQUIREMENTS:

5. JUSTIFICATION:

6. REQUIRED COORDINATION:

Unit/Det Commander: Concur/Non-concur _____

Group Commander: Concur/Non-concur _____

Functional Manager: Concur/Non-concur _____
(shortfalls/exemptions only)

Manpower Office: Concur/Non-concur _____

Comments:

7. AUGMENTATION REVIEW BOARD ACTION: Approve/Disapprove

Chair, Augmentation Review Board

Date

Attachment 3

ASSIGNMENT MEMORANDUM

(to be used by Functional Manager in assigning augmentation duties)

(For Official Use Only When Filled In)

MEMORANDUM FOR (Group Manager, Sq/Det CC in turn)

FROM: ___ Functional Manager

SUBJECT: Augmentation Program Assignments

1. Per the Augmentation Review Board of (date), your organization is assigned to fill the following position in the (function) program during contingency, exercise, and emergency situations, and at other times as the Functional Manager may direct to train for or to complete the Peterson AFB mission.

Work Position: (provided by the Functional Manager)

2. Please provide a memorandum to the above office, certifying completion of this action, to include the following information for our records:

Last Name, First Name, MI:

Rank:

Last 4 SSAN:

DOS:

EDD (if known):

Office Symbol:

Duty/Home Phone:

3. Once returned, I will get in contact with the augmentee to schedule required training and to go over any required safety/duty items.

4. Your assistance in meeting the Augmentation Review Board requirements is appreciated. POC for this tasking is (functional monitor's name, rank, office symbol, and duty phone).

Functional Monitor's Signature Block

Attachment 4

AUGMENTEE APPOINTMENT/REPLACEMENT MEMORANDUM

(used by Group/Det/Unit Manager to inform Functional Manager of a person assigned to a new tasking or a person assigned to replace someone in an existing tasking)

(For Official Use Only When Filled In)

MEMORANDUM FOR (Functional Manager’s Office Symbol)

FROM: (Group/Unit Manager’s Office Symbol)

SUBJECT: Assigning/Replacing Augmentees

- 1. The following individual is being reassigned or is replacing an individual from your function. The newly assigned individual has at least 12 months retainability as an augmentee.
- 2. The person being replaced (if applicable) is:
- 3. The newly assigned person’s information is below.

Last Name, First Name, MI:

Rank:

SSAN:

DOS:

EDD (if known):

Office Symbol:

Duty/Home Phone:

- 4. The reason for the replacement (if applicable) is:

<input type="checkbox"/> PCS	<input type="checkbox"/> PCA
<input type="checkbox"/> Separation	<input type="checkbox"/> Retirement
<input type="checkbox"/> Placement on a UTC	<input type="checkbox"/> Medical Disqualification
<input type="checkbox"/> Other* (reason below)	<input type="checkbox"/> Administrative Disqualification

Unit Manager’s Signature Block

* Attach a memorandum of justification as to why your organization desires to replace the current individual with another person. This justification must be signed by the squadron commander and approved by the group commander.